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MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Review of Manpower Utilization

REFERENCE : Memo fr ExDir-Compt to DD/S dtd 30 Jul 71, subject: IG Survey of the Office of Personnel

1. This memorandum is in response to the questions raised in referent memorandum (Tab A) and contains two recommendations for your approval; these recommendations are contained in paragraph 8.

2. We, of course, agree completely with the importance of Recommendation No. 15 in the Inspector General's survey (Tab B). It lends strong support to our own objectives for the role of the Position Management and Compensation Division (PMCD) in reviewing manpower utilization in the Agency.

3. Our review of the manpower resources needed by PMCD to carry out its full mission confirms the estimate contained in the subject report. The staff of that Division under current procedures would need to be increased to [REDACTED] in order to fulfill monitoring responsibilities and to conduct position and manpower utilization surveys on a three-year cycle. In the face of current restrictions, however, it has only been possible to increase the ceiling of the Division from [REDACTED]

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4. During the past year, approximately 60 percent of the man-hours available in the Division has been used in audits of position and manpower utilization. Although we have accelerated the progress in line with the IG's recommendation, under current procedures we cannot hope to maintain coverage of the entire Agency on a three-year cycle with the staff available. In order to increase coverage, therefore, we have streamlined survey procedures and adopted the use of condensed employee-prepared position descriptions whenever possible. We need the full support and cooperation at all command levels to make these surveys efficient. We believe the productivity of our efforts would be further enhanced by publication of an Agency notice along the lines of the attachment (Tab C).

5. Henceforth, surveys will be scheduled with the heads of Agency components at intervals designed to complete Agency coverage once every three years insofar as is possible with the present staff. In the course of these surveys we shall aim to identify areas of ineffective organization, work duplication, and inappropriate utilization of personnel. The results of these surveys will be reported to the operating components and to the Directorate manpower officials concerned.

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6. Hopefully, discussions involving the operating officials, Directorate manpower officers, the Director of Personnel and the Director, PPB will bring about necessary corrective actions. We believe it important that the Deputies understand that they will not necessarily lose positions identified in certain offices as excess to their needs. Such positions generally should be available to meet new or more urgent requirements in the concerned Directorate.


7. At the conclusion of the survey and the follow-on discussions, a report will be provided to the Executive Director-Comptroller for your information or such further action as you may consider necessary.


8. It is recommended that:

a. you approve the issuance of the attached Headquarters Notice (Tab C).

b. you approve in principle the procedures outlined above for improving our monitoring and auditing of personnel utilization in the Agency. FOIAb3b

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Charles A. Briggs
Director
Planning, Programming and Budgeting


Harry B. Fisher
Director of Personnel

Atts: 3

The recommendations contained in paragraph 8 are approved.

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L. K. White
Executive Director-Comptroller

22 Dec 71
Date

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